PRODUCTION DIVISION

CAREER DEVELOPMENT PLAN

1 APRIL 1981

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CONTENTS

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PRODUCTION DIVISION

CAREER-DEVELOPMENT PLAN

A. PURPOSE

To ensure that Production Division, Office of Data Processing
(PD/ODP), has the proper mix of skilled employees to carry out
its mission and functions.

B. POLICY

This plan and its implementation conform to ODP's basic person-
nel policy. Simply stated, this policy provides each individual
with equal and reasonable opportunity for employment and career
advancement, consistent with the individual's abilities and per-
formance, and the needs of the Agency, without regard to race,
color, religion, sex, age, national origin, or handicap. Pro-
motions and assignments are made on a competitive bases. ODP
will continue its tradition of providing developmental oppor-
tunities and support to employees who demonstrate potential and
drive for assignments with greater responsibility.

C. REQUIREMENTS

Production Division (PD) is responsible for managing production
applications and data base management systems (GIMS) processed
by computers, and ensures that major data-processing services
are provided in support of Agency components and the Intelli-
gence Community. PD provides services ranging from data entry
to a finished product (report), as well as the near real-time
Automated Message Processing System (AMPS) that supports cable
traffic. In addition, PD mans the Data Base Control Center (DBCC)
on a 24-hour, 7-day basis to provide continuous online data base
services to users.

To fulfill its mission and provide this variety of services
requires a staff of clerical, technical, and professional em-
ployees with a mix of skills and experience. PD has a comple-
ment of [   ] positions, ranging from GS-04 to GS-15, and
organized functionally into three Branches. Each Branch has
its distinct and vital mission and the skills unique to the per-
formance of its mission. See organization chart, Attachment A.

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1. <u>Production Control Branch</u> (PCB)

PCB's responsibilities are to maintain, schedule, and process batch applications that have been submitted to PD. Major applications that PCB is responsible for include the Agency's Automatic Payroll System (APS), General Accounting System (GAS), Personnel System (PERSIGN), and Automated Message-Processing System (AMPS). PCB is organized into two sections, Report Printing and Distribution (RP&DS), and Application Processing (APS), each with unique staffing requirements.

   a. <u>Report Printing and Distribution Section</u> (RP&DS)

   RP&DS, with a staff [ ] ranging in grades from GS-05   **STAT**
   to GS-09, is responsible for printing and distributing
   computer hardcopy output. The current device used is a
   Xerox 9700 Computer Printer. Prior experience is unneces-
   sary for a RP&DS entry position; extensive on-the-job
   training is provided new employees. The work requires
   long hours of standing and some lifting of heavy boxes con-
   taining paper and printer supplies. Some overtime work is
   required

   b. <u>Applications Processing Section</u> (APS)

   APS has two major responsibilities: (1) scheduling and
   processing batch applications; (2) managing and maintaining
   ODP's Centralized Library System (CLS). APS has a staff
STAT   [ ] ranging in grades from GS-07 through GS-13.

   The scheduling and processing of batch applications is
STAT   handled by [ ] Control Specialists. Entry-
   level requirements for these positions require a good under-
   standing of OS/MVS Job Control Language, the VM/CMS Inter-
   active System, and its edit and batch facilities, and MVS/JES3.
   Good oral and written communications skills are desirable for
   interfacing with customers and reporting problems.

   c. <u>Centralized Library System</u> (CLS)

   CLS functions require a GS-12 Library Administrator and a
   GS-07 Librarian. The Administrator's position requires
   expert knowledge of OS/MVS Job Control Language and utilities,
   a good understanding of VM/CMS, and basic knowledge of a
   high-level programming language, preferable PL/I. The CLS
   Administrator also must be able to develop expert skills in
   the use of PANVALET/PANEXEC facilities and various compilers
   and linkage-editor routines.

The librarian position entry-level requirements calls
for no EDP skills; however, a good understanding of
clerical procedures and records keeping would be helpful.
The librarian is trained in the required EDP skills to serve
as a functional backup for the CLS Administrator.

2. Data Base Management Branch (DBMB)

DBMB's responsibility is to provide a reliable operating environ-
ment for the Agency's Generalized Information Management System
(GIMS) data bases. It also provides data base management, proces-
sing, and control to ensure the integrity of all GIMS data bases.

STAT DBMB has a staff [   ] ranging in grades from GS-05 to GS-13.
The Branch is organized into two sections, the Data Base Control
Center (DBCC) and the Data Base Systems Section (DBSS).

a. Data Base Control Center

STAT DBCC has a staff [   ] Data Base Specialists, assigned
to four rotating teams for operating the ODP-supported
GIM systems, ensuring system and data integrity, security,
and the restoration of service in case of system or data base
failure. GIMS data bases provide information to all Agency
directorates and to the Intelligence Community. The
DBCC is also responsible for all production processing
involving GIMS online data bases. Major examples of
applications related to this processing are the COMIREX
Automated Management Systems (CAMS) and the Human Resources
System (HRS2).

ADP experience is not mandatory for DBCC entry-level
positions, but a background in the use of ODP systems, data
bases, or computer operations is helpful and preferred.
Intensive on-the-job training is provided new employees
during the first 6 months. This includes formal training
in GIMS, JCL, VM/370 time-sharing and batch capabilities as
well as other courses necessary for the DBCC operation.

b. Data Base System Section (DBSS)

DBSS is responsible for providing a stable environment for
the operation of the GIM systems, schedules and controls all
changes that may affect the GIM systems. DBSS personnel test
and install all new GIMS software before it is used for pro-
duction systems. They also write and maintain standard-
operating procedures used in DBCC, install new GIMS data bases
developed by Applications Division, issue and maintain pass-
words for all GIM systems, troubleshoot problems, and provide
24-hour, on-call service to ensure that system downtime is
minimized.

-3-

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DBSS has a staff [____] senior technicians (GS-11 and GS-12s) who have experience and extensive training in data base management. Members of this section must have an excellent knowledge of Job Control Lanugage and system utilities, a working knowledge of computer operating systems (MVS/JES3 and VM/370 batch facilities), and of data base management systems. Because the computer net-work providing support to the GIM systems is so sophisticated, experience in at least two of these areas is a minimum requirement for entry to this section.

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DBSS has [____] Production Control Specialists. [____] Specialist, a GS-09, ʼis responsible for coordinating and processing computer production submitted to the DBCC; [____] a GS-07, mans the ODP Trouble Desk. The Trouble Desk is a service provided to the users of ODP systems for reporting terminal problems, and obtaining system status and general assistance.

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3. Data Conversion Branch (DCB)

DCB provides data-entry and verification services for ODP users, and is responsible for applications processed on an IBM 360/20 computer. It has a staff [____] ranging in grades from GS-04 to GS-11. The Branch is functionally organized into two sections, the Processing Section and the Data-Entry Section.

STAT

a. Processing Section

The Processing Section, with a staff [____] GS-05 to GS-09, is responsible for the operation of the IBM 360/20 and special handling, and courier service for work processed for the Office of Finance. This staff has a strong back-ground in computer operations, tape handling, and a basic understanding of OS/MVS Job Control Language.

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b. Data-Entry Section

The Data-Entry Section operates in three locations, one in Key Building, and two in Headquarters. Data-Entry positions range from GS-04 to GS-07. Previous experience with data-entry equipment is helpful but not required; fast, accurate typing skills are required, at least at the level of the Agency's typist standards. The position of Data-Entry Systems Administrator also requires a thorough understand-ing of the principles of operation for the Four Phase Key-to-Disk systems used for data entry, and a high level of skill in its programming language.

-4-

D. PLAN TO SATISFY REQUIREMENTS

1. Acquisition

Production has traditionally sought entry-level personnel from ODP's Processing Divisions. Personnel with basic skills in computer operations and the use of JCL and the VM/370 system are good candidates. Recommended training for entry into PCB or DBMB is the ODP training for EDP careerist course (TEC). If prospective employees do not have sufficient training, it is provided on their entry-on-duty.

Since entry-level positions into DCB and RP&DS require no previous data-processing skills, PD makes use of employees transferring from other offices as well as new employees who enter-on-duty. DCB is always on the lookout for qualified typists who have a desire to become acquainted with the world of data processing.

2. Indoctrination

PD introduces new employees to all Branches, to give them an understanding of the type of work that is done in the Division. New employees are briefed on the mission and function of each Branch, given a description of the grade structure and requirements for entry-level positions, and briefed in PD policies on leave, training, and career development. In addition, new employees are introduced to the ODP Personnel Handbook and are scheduled for the ODP Orientation program.

3. Training

PD frequently uses ODP's training facilities, self-study or classroom, providing employees with the time necessary to complete any course offered by ODP Training Staff. Internal ADP courses are considered career enhancing and are scheduled whether they apply directly to an employees's current position or not. Non-PCS employees are encouraged to complete the Training for EDP Careerist (TEC) Courses. TEC is a 9-week training program that teaches such topics as Job Control Language (JCL) and basic through intermediate PL/I. All PCS's are required to take TEC. DBMB requires employees to take various GIM II courses related to their work. Production Division has prepared its own version of the Office's Personnel-Development Program. This document identifies the training required for various PD assignments and is used in the preparation of the annual training plan. See the attached Professional Development Program for specific training requirements for job assignments and grade levels. (Attachment A).

One particular course Production personnel are encouraged to
enroll in is IBM's "Data Processing Operations Management."
This course focuses on problems of an ADP production shop and
introduces the students to various management theories and
practices that may help in problem resolution.

E. SKILL ASSESSMENTS

Division employees skill levels are accessed annually via the
Agency's Performance Appraisal Report (PAR). PAR is a reflec-
tion of the supervisor's perception of the employee's readiness
for advancement, performance, and progress toward goals for the
previous year, as stated in the employee's Advanced Work Plan
(AWP).

The Supervisor's comments play an important role in Processing's
competitive ranking process. Processing annually ranks all per-
sonnel by grade; promotion recommendations are made in part from
the ranking process.

F. EMPLOYEE COUNSELING

Counseling is available to any employee at any time. Employee
counseling for career development is available to all employees
from the following:

Within ODP:

Immediate supervisor
Branch Chief (if applicable)
Division or Staff Chief
MZ Board representative
ODP Career-Development Officer
ODP Personnel Officer
Deputy Director of ODP

Within DDA:

Career Management Office with the Office of the DDA.

Elsewhere in the Agency:

Directorate Counselors
OMS Psychological Services Staff
EEO and Grievance Counselors

The Office of Personnel has counselors assigned to each of the
Directorates of the Agency. They advise employees on what

positions are available throughout the Agency, and also pro-
vide advice and guidance on how to apply for various positions
throughout the Agency. The Office of Medical Services (OMS)
Psychological Services Staff is available for counseling on
career development and administers a series of tests that can
identify employee skills and abilities.

Equal-Employment Opportunity and Grievance counselors are
available throughout the Agency. The ODP Executive Officer is
both the ODP EEO and Grievance Officers. Employees are not re-
quired to deal with their component EEO Officer on an EEO matter,
but must deal with the ODP Grievance Officer on grievance matters.

Counseling must not be confused with grievance processing, although
the channels for each are similar. The point to be made in coun-
seling is that it is at either the employee's or supervisor's
option, according to need. Informal counsel, advice, guidance,
tutelage, and exchange of views should occur on a day-to-day basis.
Formal counsel is a necessary part of advanced work planning, per-
formance reviews, and career-planning performance reviews, and
career planning, and should be at least 2-3 times per year. The
employee has every right to expect the supervisor to provide posi-
tive comment on his career development, to frankly appraise pro-
motion possibilities, and to provide both positive and negative
current feedback. In special cases where performance is not
satisfactory, special sessions may be arranged to determine and
solve problems, if possible. Such special sessions will be re-
corded and discussed with the employee.

G. PLACEMENT/ASSIGNMENT

Job assignments within the Division's various Branches and
Sections are made based on the supervisor's perception of the
individual employee's ability to perform at a certain skill
level. The employee's skill type and level, coupled with his
growth expectations usually is the determining factor.

Reassignments within the Division (from Branch to Branch) are
handled by the Division Chief after consultation with the
Branch Chiefs and the employee.

H. CAREER PATHS

Attachment B to this document is a matrix comprised of the
various positions (jobs) within the Division, and positions to
which personnel has actually transferred. As illustrated, a
job within PD can prepare employees for positions in many
different areas of Data Processing.

I. ROLE OF SUPERVISOR

Production Division supervisors are the focal point for the Performance Appraisal Reports (PAR), assessment of employee potential, and employee counseling. Supervisors are prepared for these vital tasks through the training prescribed in the Division PDP. This training includes such topics as "Effective Writing," "Leadership Styles and Behavior," and "Employee Counseling Skills." The Division also subscribes to various management-oriented papers that are distributed regularly to all supervisors.

To provide a check and balance for employee-supervisor relations, the Division Chief and all the Branch Chiefs employ an "open-door" policy. Any employee may, at any time, approach any one of these people on any topic. This policy has been very helpful in bringing most problems to an equitable resolution.

The Division Chief is the Division representative on the Processing Career Panel. He solicits his input to the Panel from his Branch Chiefs.

-8-

ATTACHMENT A

PERSONNEL DEVELOPMENT PROGRAM

PRODUCTION DIVISION /ODP

DEVELOPMENTAL PROFILE

PRODUCTION DIVISION

GS-14 and 15	
Training	Assignment
Senior Management Seminars	Division Chief
Advanced Intelligence Seminar	Branch Chiefs
Survey of Financial Management	
External Management Seminars	
Shorts Technical Course Seminars	
MBO Workshop	
Guide/Share Meetings	

PRODUCTION DIVISION

Production Control Branch

GS-05 and 06		GS-07 thru 09		GS-10 and 11		GS-12 and 13	
Training	Assignment	Training	Assignment	Training	Assignment	Training	Assignment
Introduction to EDP	Peripher Equip. Oper	CIA Today & Tomorrow	Proc. Cont. Spec. Auto	Adv.Systems Software Course	Computer Technician	Short Tech. Cour/ Seminars	Computer Spec.Chf.
Employee Dev. for Office Workers		Admin. Dir. Review Trends & Highlights	Peripheral Equip. Oper Supervisor	Advance JCL Leadership Styles & Behavior	Prod. Cont. Spec. Auto	Mid-Career EEO Seminar	Computer Specialist
GIM II User Language		GIM II User Lang.		Project Mgmt.		Guide/Share Mgmt. by Objectives	
		Introduction to Micrographics		Project Implement.		Intelligence Briefing	
		Computer Output Micro film		Introduc. to Micrographics		Project Management	
		TEC A		Science of Personal Success (self-study)		Effective Writing	
		Job Control Language				Fund. of Supv. & Mgmt.	
		Science of Personal Suc. (self-study)		Writing Better Reports			
		Fudamentals of Supervision & Mgmt.		Guide/Share			
		Guide/Share					

PRODUCTION DIVISION

Data Base Management Branch

GS-07 thru 09		GS-10 and 11		GS-12 and 13	
Training	Assignment	Training	Assignment	Training	Assignment
GIM II User Language	Data Base Specialist	GIM II Dictionaries	Data Base Spec. Supv.	Data Base Design & Administration	Data Base Systems Specialist, Chief
GIM II Utilities	Prod.Control Specialist Auto	GIM II Procedures		Project Mgmt.	Data Base Systems Specialist
Data Base Concepts & Design		Intermediate JCL		Information System Planning	
Basic JCL		Intermediate VM			
Basic VM		Fund. of Super. & Mgmt.		Data Security Design & Control	
Intermediate JCL		Data Processing Operation Mgmt.			
Intermediate VM				Mid Career	
Script		Management by Objectives		Advanced Intelligence Seminar	
Writing Better Reports					
CIA Today & Tomorrow		Short Technical Courses		EEO Supvs.	
Trends & Highlights		Mgmt. Communication Systems & Networks		Technical Writing Course	
Master Terminal Operator		Leadership Skills & Behavior		Career Counseling	
Basic PL/1		Effective Writing & Briefing		Project Implementation	
		Data Base Concepts & Design		Short Tech. Courses	

Data Base Management Branch - Page 2

GS-07 thru 09		GS-10 and 11		GS-12 and 13	
Training	Assignment	Training	Assignment	Training	Assignment
		Survey of Fin. Mgmt.		Intelligence Briefing	
		EEO Supv.'s Career Counseling			

PRODUCTION DIVISION
Data Conversion Branch

GS-04 and 05		GS-06 and 07		GS-08 and 09		GS-10 thru 12	
Training	Assignment	Training	Assignment	Training	Assignment	Training	Assignment
Introduc-tion to EDP)	) Data) Transcriber))	CIA Today & Tomorrow	Data Tran-scriber Sup.	Version 3 Formatting	System Manager Course	Data Entry Management Course	
	) Computer Operator	Fund. of Sup.&Mgmt.	Computer Oper. Sup.	Effective Writing & Briefing		Data Entry Management Annual Conf.	Branch Chief
GIM II for Terminal Operators		Mgmt. for Equality of Opportunity		Writing Reports		Career Counseling	
Data IV/70 Operators Course		Admin.Dir-ectorate Review		Technical Writing Course		Guide/Share Meetings	
Interactive Systems		Trends & Highlights		Project Im-plementation		Management by Objectives	
Employee Develop. for Office Workers		DATA IV/70 Supervisor Training Course		Project Mgmt.		Management Communication	
				Data Entry Mgmt. Course		Effective Writing & Briefing	
Orientation for New Employees		Career Counseling Course		Data Entry Mgmt.Annual Conference			
DATA IV/90 Oper. Course		Leadership Styles & Behaviour	Computer Operator			Writing Better Rpts.	
DATA IV/90 Supervisor		Basic VM				Technical Writing Course	

Data Conversion Branch - Page 2

GS-04 and 05		GS-06 and 07		GS-08 and 09		GS-10 thru 12	
Training	Assignment	Training	Assignment	Training	Assignment	Training	Assignment
GIM II User Language		Basic JCL				Project Implementation	
		Data Entry Management Course				Project Management	
		Writing Better Rpts.					

PRODUCTION DIVISION JOBS	Programmer	Rotational Position	Computer Operator	Xerox Operator	Prod. Control Spec.	MTO	Data Base Spec.	Engineering Division	Systems Programmer	Customer Services	Trouble Desk	Secretary	Mini Computer Oper.	CLS Librarian	Section Chief	Branch Chief
Prod. Ctrl. Spec.	X	X				X	X		X					X		
Data Entry			X	X			X			X	X	X	X	X		
Data Base Spec.	X	X		X		X		X	X					X		
MTO	X			X		X							X	X		
Computer Operator			X	X	X								X	X		
CLS Librarian				X	X											
Xerox Operator			X	X	X					X	X			X	X	
Trouble Desk				X		X					X			X		
Secretary											X			X		
Prod. Spec. Techs	X	X				X		X	X					X		
PCB Section Chief	X	X														X
DCB Section Chief					X		X									X
DBMB Section Chief		X														X

ATTACHMENT B - CAREER-PATH OPPORTUNITIES WITHIN ODP